UNITED
NATIONS

A

General Assembly

Distr.
GENERAL

A/48/279
12 August 1993

ORIGINAL: ENGLISH

Forty-eighth session
Item 112 of the provisional agenda*

ADVANCEMENT OF WOMEN

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the annual report of the Administrator of the United Nations Development Programme on the activities of the United Nations Development Fund for Women, as requested by the General Assembly in its resolution 39/125 of 14 December 1984.

* A/48/150.

93-42173 (E) 180893 260893

/...

ANNEX

Report on the activities of the United Nations Development Fund for Women, 1992

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1	3
II.	PROGRAMME MANAGEMENT	2 - 89	3
	A. Africa region	3 - 25	3
	B. Asia/Pacific region	26 - 49	8
	C. Latin America and the Caribbean region	50 - 73	13
	D. Global initiatives	74 - 84	17
	E. Monitoring and evaluation	85 - 89	20
III.	OUTREACH AND INFORMATION	90 - 99	21
	A. Public affairs	90 - 93	21
	B. Advocacy	94 - 99	21
IV.	ORGANIZATIONAL MANAGEMENT	100 - 101	23

I. INTRODUCTION

1. The present report reviews and updates the key elements of the programming framework of the United Nations Development Fund for Women (UNIFEM), the annual management planning process, and recent initiatives designed to create and sustain public support for the Fund and the women on whose behalf UNIFEM works. It also presents current examples of the organization's work which demonstrate critical aspects of the UNIFEM programming approach, specifically highlighting the Fund's contribution to the United Nations Conference on Environment and Development process. In closing, the report features a preview of UNIFEM preparations for the World Conference on Women to be held in China in 1995.

II. PROGRAMME MANAGEMENT

2. The regional programmes, which shape the short-term priorities of UNIFEM, are refined and updated every two years in collaboration with partners in the regions. Subject to review by the Consultative Committee, these programmes identify region-specific goals for the two-year period, and outline the operational strategies for achieving these goals. They also offer scope for identifying and acting upon emerging issues and new requirements. Described below are a few highlights drawn from the regional programmes which capture the thrust of the work of UNIFEM.

A. Africa region

Overview

3. Disasters wrought by man and nature dogged the continent throughout 1992. At least 15 countries were in the midst of war or civil strife and 11 southern nations struggled against the worst drought in living memory. Poverty was a constant in a picture further complicated by the stirrings of multi-party politics, emerging free-market economies, reductions in social spending, and competition from the countries of Central and Eastern Europe for foreign assistance. The principal victims of these upheavals were women and children, many of whom were already living on the knife-edge of survival.

4. From the unique perspective of UNIFEM, the resilience of those women and their ability to sustain themselves and their families in the face of sometimes overwhelming odds, is a story of hope for Africa. Women grow and process 80 per cent of the food consumed on the continent. They are the principal household managers and caregivers for the young and elderly. And they are the dominant force in many sectors of the informal market economy. Their ability to maintain those responsibilities in the face of adversity has prevented tragedy on a much larger scale and is the continent's trump card for recovery.

5. The Africa Section has significantly increased the frequency of monitoring projects to improve its own knowledge of the reality on the ground. This has been facilitated by the devolution process which has given field programme personnel much greater control and responsibility over project-monitoring activities. The improvement of programme-staffing levels in the field offices,

especially at the Harare office, has also greatly contributed to more direct contact between UNIFEM and its partners at grass-roots as well as policy levels. The result has been greater visibility for UNIFEM among national and regional groups. It has also reinforced the message for gender balance and gender awareness in development decision-making.

6. During the reporting period, the Africa Section continued to pursue a rigorous schedule of project monitoring at the field level and a review of its substantial project portfolio and programme activities. In December 1992, the Section's portfolio consisted of 83 operational projects with a total expenditure of US$ 4 million. The project monitoring and analysis carried out during the report period has given the Africa Section a clearer financial picture and a more realistic assessment of its capacity for delivery.

7. A study was undertaken by the Africa Section of UNIFEM-supported technology and credit projects the findings from which will be used in designing future projects. Among the most important lessons learned are: some form of community analysis and feasibility study are essential to the formulation of projects; technical backstopping of activities is more likely to be available and of high quality if the commitment of local institutions is gained at the beginning of project design; and most projects should be designed with a multidisciplinary approach that includes not only the technical expertise necessary, but also representatives who will assess the social and organizational aspects, as well as representatives of the local organizations and government departments involved at the local level.

8. The Africa Section, with the collaboration of the UNDP field office at Dar es Salaam, and the UNDP Africa Bureau, undertook a number of missions to address previously identified difficulties in its large-scale "Credit Scheme for Productive Activities in the United Republic of Tanzania". As a result, Zanzibar and mainland United Republic of Tanzania now each have separate projects to accommodate the infrastructural and political constraints that had previously slowed delivery of project funds. Two new parallel projects will strengthen the monitoring and evaluation capacity for policy formulation and gender advocacy in sectoral strategies, of the Ministry of Women and Community Development (mainland), and the Ministry of Women, Youth and Children (Zanzibar).

9. On the basis of strategies developed to respond to the capacity issue in the above-mentioned credit project, UNIFEM is now able to address similar problems encountered in the Namibia programme as well as in the women's cooperative project in Côte d'Ivoire. In these two cases, as with the United Republic of Tanzania, it became clear that capacity weaknesses continue to constrain the ability of partner national institutions fully to implement projects under the national execution modality. One lesson learned is the urgent need for UNDP to provide timely and comprehensive training in both policy and operational matters for projects that are nationally executed. This type of support is sine qua non to enable national partners to assume ownership and management of the substantial development assistance resources that are becoming available to them from multilateral and bilateral donors.

10. The intensified project monitoring at the field level, the assessments and the lessons learned, have all contributed toward building a sound foundation for developing new programmes.

Agriculture and food security

11. UNIFEM has recognized that a major issue in Africa today is the need to strengthen and sustain the capacity of local non-governmental organizations to deliver development resources. In this connection, for over seven years the Fund has provided assistance to the Kenya Water for Health Organization to build up its resource-delivery and gender-advocacy capabilities. Through the organization's efforts, villages were systematically involved in the formation of water committees which had the responsibility of determining the location of water sources, as well as providing management and maintenance and all other decision-making related to community water and sanitation issues. Subsequently, UNIFEM co-financed, with UNDP, a project to strengthen the institutional capacity of the Kenya Water for Health Organization to enable it to meet the increasing number of requests and to manage the additional resources it was receiving to replicate its approach throughout Kenya.

12. UNIFEM funding to the "Women and Food Technologies" project in the United Republic of Tanzania, operational since 1987, is coming to an end. UNDP and several other donors are currently considering the financing of a second phase. The process of participatory design and implementation of the project has received an enthusiastic response from both the regional and district government authorities and has led to a number of success stories. A monitoring visit to the project at Harare has confirmed the value of UNIFEM support at the micro level. At their request, UNIFEM funded one of the villages participating in this project to acquire an electrical grinding mill. This initiative and the leverage acquired through partnership with UNIFEM to negotiate with a local village elder to act as a guarantor for a loan for a transformer enabled these women access to electricity for their village. They are also renting the transformer to other villages, thereby reducing the burden of food processing for many women, as well as providing them with additional income.

Trade and industry

13. The adverse conditions in the southern Africa subregion that resulted from the drought, as well as the adverse affects of structural adjustment, have dramatically underscored the importance of trade as an economic activity for women to improve their livelihood. At the same time, it is recognized that the purchasing power of poor women is very weak, the market-research base is all but non-existent, and skills training, business advice and counselling are greatly needed in order for their enterprise initiatives to become profitable.

14. A UNIFEM-funded "Round Table for Women in Business in the Eastern and Southern African Subregion" was convened in July 1992 at Lusaka to address this issue. The round table is part of a process begun over a year ago by UNIFEM to assist the Preferential Trade Areas, at their request, in mainstreaming gender concerns into its trade and industry strategy. The participants in the round table were women representing business associations from 15 of the member States in the Preferential Trade Areas. Some of their recommendations included the need for increased export market promotion and research; increased access of

women in business to technical information; information about investment opportunities; and training and business skills. They also recommended that the Preferential Trade Areas Trade and Development Bank introduce and manage a revolving loan fund to provide women with greater access to credit and business financing. The Secretary-General of the Preferential Trade Areas has urged its secretariat to follow up on the resolutions adopted by the round table. In addition, the women decided to form a Federation of Associations of Women in Business in the subregions to enable women to have more influence on the trade and industry policy of the Preferential Trade Areas.

15. In Uganda, assistance was provided to the Uganda Women Entrepreneurs Association Limited to assist with their programme to promote skills development for business women. Members designed, established and managed an investment fund as the first phase of a scheme to mobilize savings and to provide loans for women in business. They are also raising funds to found a financial institution to support their work and make them increasingly self-reliant.

16. In Gambia, UNIFEM is co-financing, with UNDP and the German Technical Cooperation (GTZ), the Gambia Village Development Trust Fund, an independent body that receives policy guidance from a Board of Trustees composed of government, non-governmental organization, banking, and other private-sector representatives. The Fund is preparing loans for women involved in livestock and horticulture. The African Development Bank and the International Fund for Agricultural Development (IFAD) have expressed interest in this model and in contributing to the Trust Fund, which is currently almost $1 million. It is expected that the involvement of the widely representative Board will help ensure increased sensitivity to the need for credit in rural areas, to the credit worthiness of women loan beneficiaries and to their contribution to national development.

Macro policies and national planning

17. Recognizing that after almost a decade of assisting national and subregional policy organizations to acquire gender training and analytical skills, the demand for such skills still exceeds Africa's capacity to respond; and aware that systematic knowledge about indigenous institutions, training expertise and methodologies remains incomplete, UNIFEM began to formulate a major initiative aimed at improving the capacity of key African institutions already providing gender training.

18. Working in conjunction with the African Development Bank, UNIFEM funded a meeting in Côte d'Ivoire in November 1992 on "Mainstreaming Gender Concerns into African Training and Research Institutes". The session brought together key trainers working at the grass-roots level, as well as researchers and representatives of institutions in the field of gender training. It also marked the beginning of a continent-wide, participatory process of collaboration and programme development intended to promote the formulation of a UNIFEM-funded, multi-faceted programme of support for indigenous, African gender-training and research activities. A meeting of the new network, which brings together anglophone and francophone Africa, was planned to take place in Tunisia early in 1993. This initiative complements the gender-training activities of UNDP/Gender and Development intended to galvanize a multilateral effort to build a common gender-training programme for United Nations organizations, government planners

and policy makers. By strengthening indigenous African institutions, UNIFEM support will begin to enhance their capacity to respond to the increased demand for gender training that the UNDP initiative will generate.

19. Preliminary work on a small scale began in South Africa that will poise UNIFEM to assist women on a larger scale once the United Nations is able to begin development work in that country. Two projects, approved by the United Nations Centre Against Apartheid, offer training in leadership and organizational skills to a number of women's organizations working at the grass-roots level. One project assists women in articulating local issues and linking them to the public-policy debates. The second, executed by Tototo Home Industries in Kenya, provides training in organizational skills and small-scale enterprise activities as well as cross-fertilization of ideas between women micro-entrepreneurs from Kenya and South Africa.

20. The Southern African Development Community/Women in Development (SADC/WID) Programme, funded by the Canadian International Development Agency (CIDA), is now fully under way. However, as a result of the drought in the subregion, the 1992 programme was redirected to those areas that have suffered the most severe impact. Some of the gender-analysis training workshops for members of the sectoral coordinating units of SADC were postponed until 1993. Instead, a seminar on rural energy was held, and the formulation of the first two pilot projects were given priority.

Refugees and violence: responding to women in crisis

21. While UNIFEM is focused on increasing development opportunities for women, it recognizes that the numbers of women in crisis situations are increasing at alarming rates. The Africa Section, in line with related policy guidelines approved by the Consultative Committee at its thirtieth session, formulated a strategy to make available quick response resources to women in crisis situations. The main approach is to support models that empower refugee women themselves and remove the barriers to their access to humanitarian assistance.

22. A project is under way in Ghana and Côte d'Ivoire to provide support to Liberian women refugees as well as local women who have been affected by the influx of refugees into their communities. The project operates in close collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the various non-governmental organizations active within these communities. It addresses the immediate needs articulated by the women themselves and offers shelter, trauma counselling, health education, and training in "portable skills" which can generate income for the women both in their current circumstances and on their return to their home country should this become possible. Reports from UNHCR confirm that where formerly the women were passive and reluctant to participate in refugee camp activities, they are now highly motivated and a large number of them have joined in the construction of a centre which will become a "room of their own" for counselling, training classes and recreational activities.

23. In southern Africa, the main programme thrust of UNIFEM is to protect investments already made within the SADC food-security policy framework from being eroded by the drought and to ensure that the gains made in direct-support projects are not reversed by the drought crisis. The premise of this initiative

is that in order to maintain credibility and a spirit of partnership with women most adversely affected by poverty, UNIFEM cannot afford to withdraw its support or put it on hold at a time when the women are most in need of help. UNIFEM launched an appeal to raise additional resources to address refugee women's immediate needs for the purchase of seeds and farm tools to prepare for the next rains in Malawi where 1 million Mozambican refugees currently live, in Zimbabwe where some 134,000 Mozambican refugees are now in five camps, and for Mozambican returnees in Mozambique.

24. The projects described above illustrate the manner in which the UNIFEM mandate to provide direct financial and technical support to low-income women can be applied even in situations of flux and uncertainty. Today, almost 75 per cent of the world's 15 million refugees are women and children, and, of these, one third are African. In order to protect the investments that the Fund has made in other countries, UNIFEM has used these experiences as the basis for formulating a new programme which applies gender analysis to the situation of refugee and displaced women. The "African Women in Crisis Umbrella Programme" is intended to facilitate quick responses to women in crisis by supporting models of intervention that empower them and ensure their involvement in the resolution of the problems which they face.

25. In conclusion, the present reporting period has seen a greater tightening of project monitoring, rationalizing of relationships with key development partners, and a greater emphasis on the empowerment of women through better delivery of services. These efforts have led to improved coherence of the overall Africa programme and a firmer foundation for assessing impact, and for building future programmes. The Africa Investment Plan (AIP) recognizes the need to focus on building the capacity of African women and African institutions. In this way, the effectiveness and sustainability of development efforts are truly advanced.

B. Asia/Pacific region

Overview

26. The work of UNIFEM in this region is focused on ensuring that the fast-paced events taking place in the countries of Asia/Pacific include women as participants and beneficiaries. Even where there has been rapid economic growth, this has not been accompanied, by and large, by equally rapid advancement in women's situation and status. In countries with slow-growing economies, women have emigrated in significant numbers to affluent countries in South-East Asia, Japan and the Middle East.

27. The political stability of most countries in Asia and the Pacific has enabled national planning more effectively to determine the course of development. UNIFEM mainstreaming through key government agencies has, therefore, been a relevant strategy for facilitating the flow of development resources to women. More and more, non-governmental organizations are engaged in serious dialogue with Governments on the kind of future they want for their societies. Women's groups and networks, organized around issues from foreign debt to violence against women, are becoming active in influencing policy and making sure that women's concerns are on the agenda.

28. During the reporting period, the Asia/Pacific Section had 64 active projects with a total expenditure of $2.4 million.

Agriculture

29. In mainstreaming gender issues in agriculture, the Asia/Pacific Section focuses efforts on reorienting agricultural development so it is ecologically sound in terms of both the social and natural environment. This includes considering how the respective roles of women and men affect and are affected by agricultural policy and practice. Special attention is given to the perspectives of poor, marginal farmers, in particular indigenous populations and women who are landless and small landholders. The programme focuses on the three impact points set out in the Asia/Pacific Development Strategy (APDEV): education and training; policy and planning; and data and statistics.

30. One of the more distinct examples of how macro-micro linkages are activated in the UNIFEM programme brought representatives of peasant women from South-East Asia to the 1992 United Nations Conference on Environment and Development. This was the culmination of a process begun in 1991 when national summits on environment and development were held in Bangladesh, India, Nepal and Pakistan. The summits brought together grass-roots women leaders, scientists, politicians, national planners and policy makers in a dialogue to ensure that the voices of some 500 local women leaders were heard by those responsible for plans and policies directly affecting these women's lives. Subsequently, three peasant women leaders were selected to attend the Global Forum at Rio and report on the ways in which environmental degradation had affected the well-being of women from their region. The representatives at the Rio Conference were subsequently required to report back to their constituencies and to identify, together with policy makers, planners and scientists, the steps necessary to implement the agreements and alternative treaties negotiated respectively at the Conference and the Global Forum. These follow-up activities have been incorporated into the current Asia/Pacific programme and several initiatives are under way.

31. An important part of the UNIFEM strategy is to target financial and governmental institutions with large projected investments. UNIFEM co-finances some key components of these projects in order to ensure that women benefit from the larger resources in the project. For example, in Nepal, the Fund is collaborating with the Asian Development Bank on a $9.8 million credit project to refine the techniques and tools needed to reach more rural women. UNIFEM is funding the benefit monitoring and evaluation system that will provide the Asian Development Bank with a tool to ensure that women benefit from this as well as other credit projects in the region.

32. Other techniques being used in order to play a catalytic role with mainstream institutions include exposing the institutions to successful programmes, advocacy, and gender-sensitizing training. For example, in Pakistan, four government ministries, following a UNIFEM-sponsored study tour of credit programmes in Bangladesh and Nepal, are formulating a comprehensive credit programme with UNIFEM technical assistance. Successful advocacy by UNIFEM also led to the upscaling of a UNIFEM-supported pilot project in poor fishing villages in the province of Punjab, Pakistan. The larger project will be funded by the Food and Agriculture Organization of the United Nations (FAO) and UNDP.

33. Gender-sensitivity training materials were developed by a UNIFEM-supported project in India and are being used to develop courses at the National Institute for Rural Development, India's premier training institute for agricultural policy makers.

34. To amplify the impact of UNIFEM support under the agriculture programme, the Fund is studying the use of video for purposes of advocacy, training, documentation and facilitating grass-roots participation. The Fund has developed a five-minute video entitled "Threads of Hope", showing how the approach used in the small grass-roots project on sericulture in some villages at Rajasthan, India, has been integrated into the $117 million World Bank-funded sericulture project in 17 States in India.

Trade and industry

35. The impact of privatization on poor women and men is a matter of concern to most development workers in the region today. This concern is based on the widening gap between the rich and the poor as economic advisers advocate for allowing market forces to determine the course of economic development. In this context, UNIFEM has identified as a priority the support of entrepreneurship development. The challenge is to find ways that enable poor women not only to compete in this changing macro-economic environment but also to benefit from it. Support is being given to provide technical and managerial skills, access to technology and training, and experiments in new organizational forms.

36. For example, a series of UNIFEM missions in Viet Nam assisted women to improve fish processing and to become enterprise managers. Lessons learned from three enterprise development projects in the Philippines - San Miguel Stuffed Toy Cooperative, Root Crops Processing, and ZONTA Livelihood Training - are being evaluated with a view to developing policy guidelines for consideration by Government in future programming in this area.

37. In Mongolia, where there is increasing unemployment among women because of dislocations as the country changes to a market economy, UNIFEM is providing support to the Mongolian Women's Federation for a micro-lending project. The Cooperative Bank of Mongolia signed an agreement with UNIFEM establishing a guarantee fund to provide loans for women selected and trained by the Federation. Another important goal of the project is to assist the nascent commercial banking system to develop gender-sensitive financial policies, strategies and instruments.

38. In order to make information on the impact of new technologies on women's employment available to Asian women's groups and networks, UNIFEM is collaborating with the United Nations University Institute for New Technologies (UNU-Intech) at Maastricht, Netherlands. The project will look at changing skills requirements for women, the changing position of women in the formal sector, and alternative employment possibilities. It will focus on industries in which women dominate the labour force, that is, pharmaceuticals, garments and textiles, food-processing and electronics industries.

Macro policies and national development planning

39. Because the allocation of critical development resources is made through national development plans, the Asia/Pacific Section has also focused on creating adaptable models for making national development planning gender-responsive - models that use a participatory approach encompassing the needs, interests and voices not only of women, but of grass-roots people in general. UNIFEM provides training to build capacities within central planning and sectoral ministries of Governments as well as within national women's organizations.

40. In Indonesia, UNIFEM, in close partnership with UNDP, provided preparatory assistance to the Office of the Minister of State on the Role of Women to prepare a programme for the integration of gender in national development planning. In the Philippines, where the experiment in gender-responsive national development planning is the most advanced in Asia/Pacific, the National Commission on the Role of Filipino Women, with UNIFEM support, is in the last stages of developing guidelines for the institutionalization of gender in six pilot sectoral ministries.

41. A pilot project in the Pacific funded by the Government of Australia, UNDP and UNIFEM aims to integrate gender in mainstream national planning in four island countries - Cook Islands, Marshall Islands, Papua New Guinea and Tuvalu. Activities include the revision of central planning procedures and documents, institutional reforms, and the creation of women in development planner positions. With a bridging grant from UNIFEM, Phase II will support, among other things, the strengthening of a regional institution in the Pacific to carry out the adaptation of the model in other island countries.

42. Given the importance of gender-sensitive data and statistics as a basis for planning, UNIFEM has also supported innovative projects in data and statistics because women's invisibility has denied them access to economic and other resources. Two countries with the world's largest populations, China and India, were targeted by the Fund to support the collection and use of statistics demonstrating women's considerable contribution to the economy as well as to other sectors. In India, through the collaborative efforts of UNIFEM, United Nations Population Fund (UNFPA), national non-governmental organizations and concerned government ministries, the 1991 census broke new ground by redefining work to include women's contributions in the informal sector. Such data, so essential for developing appropriate national plans, had never before been as fully captured in the census owing to the bias of questions asked by enumerators. In China, the State Statistical Bureau is embarking on an experimental approach to the collection and dissemination of statistics on gender issues. Consultations among users and producers of statistics will result in the identification of priority gender issues to be reflected in official statistics. A popular booklet on "Women and Men in China" will be published in time for the 1995 World Conference on Women. This UNIFEM initiative is also being supported by the Government of Sweden and by UNDP.

43. To guide the Asia/Pacific Section in preparing a strategy to make macro policies in the region gender-responsive, the Fund commissioned a substantive paper entitled, "Women, Men and Economics: the Gender-Differentiated Impact of Macroeconomics with special reference to Asia and the Pacific".

44. On the policy level in India, UNIFEM is assisting in preparing modalities for the National Credit Fund for Women, particularly in light of the impact of structural adjustment policies. These modalities will be used to administer the $40 million credit fund to make it accessible to women living in extreme poverty.

45. Economic restructuring has been a feature of many national planning exercises in recent years. But while restructuring promises many advantages for national growth over the long term, the short-term impact on the poor is often traumatic. Privatization, coupled with technological innovations in a number of countries, has jeopardized employment prospects for many thousands of women. The challenge has been to find a competitive edge for women in a fast-changing macro-economic environment. A series of UNIFEM missions to Viet Nam in 1992 enabled the Women's Union at Haiphong to establish a management-training project for women in the fish-processing industry with the aim of moving them from micro- to more viable medium-scale enterprises. And a UNIFEM agreement with the Cooperative Bank of Mongolia and the Mongolian Women's Federation, paved the way for a small loans project for women. The bank also agreed to keep gender-disaggregated data on all its depositors and borrowers and to develop gender-sensitive financial policies.

46. With regard to women's participation in politics, UNIFEM also facilitated the establishment of the Centre for Asia/Pacific Women in Politics, which among other things, will train women to run for public office and orient women public officials on the national and regional implications of development issues.

47. One area flagged by the Asia/Pacific Section as vital, if women are successfully to advocate for a fair share of development resources and for a development model where people matter, is the honing of negotiation skills. An initial step in building capacity was to conduct an intensive workshop for 12 experienced gender trainers who will form a core group of trainers in negotiation skills for women of the region.

Western Asia

48. In much of Western Asia, unemployment estimates exceed 30 per cent. As elsewhere in the world, women have generally paid the heaviest toll during this time of economic hardship. Obliged by dire need to join the work force, women face gender discrimination and psychological pressure from communities which generally view men as the sole breadwinners for the family. All too frequently, this means that men take precedence over women in terms of job opportunities. This situation exacerbates the existing impediments to women's economic activities that include lack of access to information, business-management training, technology and credit.

49. In Jordan, Lebanon and Yemen, all deeply affected by the Gulf war, UNIFEM has launched a programme which simultaneously focuses on assisting government and non-government institutions involved in income-generating enterprises for women to strengthen their ability to do strategic planning and to make certain that their services actually reach low-income women. To ensure future capacity and sustainability, other key components of the programme include the training of trainers, and the establishment of an information and resource centre.

C. Latin America and the Caribbean region

Overview

50. Throughout the poorer nations of Latin America and the Caribbean, macro-level economic restructuring continues within the strict conditionality of structural adjustment programmes, while in the wealthier countries of the region aggressive privatization campaigns are under way. The expected result of these economic reform measures in the long run is sustained economic growth. Nevertheless, the immediate future is bleak for many of the region's poorest people, among whom women are the majority. As public-sector services are reduced and the region's agricultural sector continues to deteriorate, the effect of national-level adjustment policies has been to push more people - chiefly women - to the brink of survival.

51. The work of UNIFEM in Latin America and the Caribbean is designed to enable women to increase their access to resources; to enhance women's technical skills; to strengthen existing networks among women's organizations; and to encourage greater sensitivity on the part of official policy makers and society at large to gender issues. Environmental management and resource use, refugee relief and reincorporation, as well as violence against women, are key issues of special concern for UNIFEM in the region.

52. During the present reporting period, the Latin America and Caribbean Section has managed 54 projects with a total expenditure of $2.9 million.

Agriculture and food security

53. In Latin America, rural women have historically combined domestic labour with work in subsistence agriculture and cash-cropping. Poor urban women, finding it ever more difficult to provide for their families under conditions of widespread macroeconomic austerity, have become involved in user-managed soup kitchens, micro-enterprises, storage centres, and communal shops. Women's struggle to feed themselves and their families is compounded by little or no access to land ownership, to credit, to appropriate technology for small-scale production, to quality control for marketing, or to organizations through which they could work more successfully together to promote their interests as women and as food producers.

54. UNIFEM, therefore, has, developed a "Technology Support Preparatory Assistance Programme" in the Andean region to help increase food security amongst women, while at the same time fostering the emergence of women's groups organized around agriculture and resource-use issues. Within the context of this programme, an "Andean Regional Women's Food Technology Contest" was held to draw attention to women's success in producing and marketing staple foods and innovative new products for local consumption. These include growing cereals and grains; engaging in terrace agriculture; raising guinea-pigs; and producing dried bananas. UNIFEM has also supported networking efforts among indigenous grass-roots women's agricultural groups and productive associations; and the Fund has encouraged inter-agency collaboration on economic and applied educational issues related to food production, fostering gender-sensitive discussion of the interrelationship between rural development, the informal sector, and environmental issues.

55. In Bolivia, the success of the women's banana production group that participated in the UNIFEM Food Technology Contest, was highlighted in a video produced by UNDP. Elsewhere, UNIFEM funded the Fifth Regional Workshop of the International Network on Farming Systems Research Methodology in Mexico, with representatives from Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica and Mexico. In Chile, UNIFEM has undertaken similar mainstreaming efforts, supporting the efforts of Grupo de Investigacion Agraria to design and implement a gender-training programme for staff of national ministries, parastatal development agencies, and rural organizations. The UNIFEM decision to support a strong grass-roots partner such as the Grupo de Investigacion Agraria has contributed to positive change in agricultural policies and practices not only in Chile, but throughout the region.

Trade and industry

56. To enhance the work of women in informal-sector production, UNIFEM has also provided start-up and training funds for a regional women's credit bureau now affiliated with Women's World Banking. In order to reach even greater numbers of women, the Fund has also developed a regional credit programme for women micro-entrepreneurs, coordinated through ACCION International. ACCION, one of the principal micro-enterprise promotion service agencies active in the region, and a non-governmental organization with a track record of credit training and savings encouragement, has established a bridge fund for women's micro-business groups in Bolivia, Brazil, Colombia and Guatemala.

57. UNIFEM has also been working with ACCION to structure the financing mechanism so that it mitigates inflationary impact, leverages local resources and encourages repayment. Through a special financial agreement with ACCION, UNIFEM has also put in place a Standby Letter of Credit Facility with Chemical Bank to serve as a guarantee mechanism funded by a deposit of $525,000 by UNIFEM over a three-year period. The guarantee will permit the Bank to issue standby letters of credit in favour of local commercial banks in host countries for extending lines of credit to ACCION Correspondent Organizations.

58. Two letters of credit issued to local lending institutions in Colombia and Bolivia have enabled the Facility to achieve financial leverage ratios in each country of 4:1 and 3:1, respectively. By any standards, this leveraging power is substantial, and is a powerful example of how UNIFEM dollars can open up new doors. This initiative also provides a model for other organizations to structure similar financial instruments to alleviate poverty through micro-enterprise development.

Macro policies and national planning

59. Leveraging scarce funds is also a UNIFEM strategy for influencing policy at national and international levels. By entering the policy-making process of other specialized United Nations agencies and their government counterparts at key points, UNIFEM can significantly influence the extent to which programmes are gender-sensitive.

60. One example of the results of UNIFEM efforts in this regard is a UNIFEM/UNICEF programme to encourage gender-informed policy-making in Belize, Guatemala, and El Salvador for which UNICEF has budgeted close to $1.5 million.

UNICEF is providing the overall educational programming for the subregion, with UNIFEM working to ensure that the educational reform is sensitive to gender factors. The formation of new women's offices at the highest government levels and the significant beginnings of legislative reform in each of the three countries is another aspect of this work. UNIFEM is also assisting UNICEF with training government counterparts in gender analysis and programming.

61. Other examples include a UNIFEM/UNFPA programme in Ecuador to systematize gender lessons learned in population programming which will better inform future efforts in the region, and a UNIFEM/UNDP initiative with the Mexican Government to ensure that a gender perspective is built into the national "Solidaridad" programme.

62. Working with non-governmental organizations to influence national policy for women has also been an effective strategy as in the case of the Fund's long-standing relationship with the Women and Development Unit of the University of West Indies in Barbados. Through the Unit, UNIFEM has sought to strengthen the Caribbean women's movement to respond to the economic, social and political needs and goals of women throughout the region - in particular, grass-roots women.

63. With UNIFEM support, the Women and Development Unit has begun analysing how women's non-governmental organizations can transform themselves into more effective vehicles for positive change. Support is given to these groups to increase the impact of their work through improved networking, management and fundraising. The Unit has hosted workshops and training sessions on regional planning for women's development, on community participation in development, and on applied feminist theory and gender analysis. It has also helped coordinate many events among the Caribbean community of non-governmental organizations. The Unit works in tandem with the Development Alternatives for Women Network, one of the key global institutions for women's development research and advocacy, to jointly develop outreach and training programmes.

64. UNIFEM also supports other women's organizations that, like the Women and Development Unit, offer specific technical assistance to non-governmental organizations. For example, in Mexico, UNIFEM has funded the Mexican Society for Women's Rights to promote local philanthropy for grass-roots women's development as well as training of women's non-governmental organizations in fundraising. And in Chile, UNIFEM has supported FemPRESS, a regional monthly publication on women's issues. FemPRESS is a critically important vehicle for disseminating basic information on women's activities in the region. Its work is also helping to transform the image of women presented in the standard media.

65. In its programming in Brazil, UNIFEM has sought to build upon the momentum of the Earth Summit with an integrated series of projects to involve women in the creation of environmental and health policies at the national level; to support their efforts at income generation through the use of non-polluting technology; to establish an experimental school for women's environmental education; and to increase public awareness of the critical role played by women in resource management. In this connection, a weekly series of women, environment and development radio broadcasts on the role of women in responsible resource-use airs at Rio de Janeiro and Brasilia. This and other UNIFEM-supported women, environment and development projects in Brazil involve some of

the country's strongest non-governmental organizations, each of which has a long history of participatory experience amongst popular groups in its sector of emphasis.

Refugees and violence: responding to women in crisis

66. In Central America, where a decade of civil war and socio-political upheaval has left refugees scattered throughout the subregion, as well as in Mexico and North America, the UNIFEM strategy has been tailored to influence the ongoing peace process and subsequent development efforts, from a gender perspective. A major aim is to see that refugee women get the legal protection and access to resources necessary to ensure a safe return to their homelands and the possibility of reconstructing their lives thereafter.

67. One of the approaches taken by UNIFEM was to sponsor a country-by-country round of consultations with women from Governments, non-governmental organizations, and international organizations, culminating with FoReFem, a UNDP/UNHCR regional workshop, held in El Salvador. The refugee women discussed short and long-term needs and outlined an aggressive agenda for development, the major elements of which were later adopted by regional leaders attending the Second International Committee on Central American Refugees (CIREFCA). This marked a significant watershed for refugee women.

68. Another approach is UNIFEM assistance in the revision of the objectives and methodology of the Development Programme for Displaced Persons, Refugees and Returnees in Central America (PRODERE), the United Nations $90 million, six-country programme of direct relief and resettlement assistance for Central American refugees and displaced people, a disproportionately large percentage of whom are women heads of households. The Fund is facilitating gender training for programme staff who are working basic education, income generation, health promotion, and community development projects in individual communities throughout the region.

69. Through its efforts in this subregion, UNIFEM has honed a strategy for gender intervention in situations of war and repatriation, and has been working to strengthen the women's movement. The work of UNIFEM in Central America is likely to influence programming in other troubled areas of the hemisphere.

70. Throughout the world, women of all social classes and colours are threatened or constrained in their everyday lives in the home and at work by the fear of overt and/or indirect violence. In Latin America and the Caribbean, UNIFEM has worked with women of the region to call attention to the immediate negative impact of violence and to shed light on the long-term extent to which aggression against women is a factor preventing women from participating fully in the development process. UNIFEM has supported networking efforts between and among women's anti-violence groups; promoted broad-based public education programmes involving citizens, police officers, public officials, lawmakers and others; and assisted direct advocacy work in shelters and women's centres throughout the hemisphere.

71. Specifically, at a UNIFEM-sponsored conference, the foundation was laid for building a Latin American and Caribbean Network on Domestic and Sexual Violence. The purpose is to urge collective action in the region and to join the global

effort to halt the escalation of violence. The women from 21 countries at the conference chose as the official headquarters for the network, the Women's International Service for Information and Communication (ISIS), an international non-governmental organization based in Chile.

72. In Venezuela, UNIFEM has continued support to an innovative gender-awareness training programme, developed by the Venezuelan Association for Alternative Sexual Education, for police officers and university security personnel attending to battered women in Caracas. The Association has trained over 450 officers since it was founded in 1989, with an additional 1,000 targeted for training in 1993. It is now recognized as a model programme of its kind for South-South training and is currently being replicated in Ecuador.

73. UNIFEM support to the Rape Crisis Center of Trinidad and Tobago has enabled what began as a group of 20 volunteers staffing a victim's hot-line, to evolve into a professional organization recognized throughout the Caribbean as a center for advocacy and policy analysis of the critical link between violence against women, and development. The Center coordinates seminars involving government institutions and non-governmental organizations active in women's rights and development. It is designing a programme to market its training services and public education materials throughout the region and beyond.

D. Global initiatives

74. Apart from its regional programmes, UNIFEM's objectives are also realized through certain global initiatives that focus attention across regions on the gender dimension of matters such as sustainable development and refugees, issues which are of particular and immediate concern to the international community at large. Another central part of the UNIFEM global agenda is the planning for the Fund's contribution to the Fourth World Conference on Women in 1995.

Environment

75. UNIFEM has demonstrated measurable success with its educational, advocacy and mainstreaming initiatives within the Women, Environment and Development programme. With the support of the Government of the Netherlands, a Technical Adviser worked for UNIFEM, over a 14-month period, to increase environmental awareness of all programme staff. In addition to conducting training sessions, she worked with UNIFEM staff to develop guidelines for strengthening environmental aspects of all projects, and to provide technical advice in project implementation and evaluation. A further contribution was to strengthen the UNIFEM alliance with partner non-governmental organizations working in the field of women, environment and development, and to provide inputs to the development of UNDP training modules.

76. With this assistance, the Fund was able to position itself within the multilateral system in order to incorporate women's concerns into the international agenda, to build consensus between and amongst women's groups, to raise awareness of women's roles in environmental management, and to influence policy decisions in favour of women.

77. The primary contribution to mainstreaming with regard to women, environment and development was the continued assistance of UNIFEM to the United Nations Conference on Environment and Development secretariat through the strategic support for the post of Senior Adviser on Women, Environment and Development. This played a significant role in ensuring that women, environment and development concerns were integrated into programme areas of the Agenda 21. 1/ Chapter 24 of Agenda 21, "Global action for women toward sustainable and equitable development", focuses on policy, management-related issues, legislative reform, national level implementation of action programmes, monitoring procedures, and recommendations to strengthen the role of international organizations for sustainable development. In addition, sectoral chapters of Agenda 21 also provide key recommendations for women, environment and development.

78. Other initiatives to mainstream women, environment and development, prior to and after the Conference process, included the organization of technical briefings for delegations attending the Preparatory Committee sessions for the Earth Summit; the hosting of a series of round tables to promote dialogue on policy formulation and programming priorities; the co-sponsorship of a workshop on women, environment and development with the Parliamentarians for Global Action; participation in numerous international conferences (Brazil, Canada, China, Malta, United States and Venezuela); the initiation of and support for an international women's caucus of delegates, non-governmental organizations and parliamentarians attending the Preparatory Committees and the Earth Summit; and the building of awareness on the issue of the access of women to high-level decision-making in the post-Conference institutions, through UNIFEM press releases, articles, speeches and briefings.

79. The Fund recognizes that while women, environment and development has been successfully integrated in Agenda 21, women risk being excluded from the follow-up national policies, decisions, and flow of resources needed for effective implementation. To this end, UNIFEM will continue to contribute to inter-agency coordination and collaboration in areas related to women, environment and development, and distribute widely its highly successful "environment kit" introduced at the Earth Summit, as well as the joint UNIFEM/United Nations Conference on Environment and Development publication, "Agenda 21: An Easy Reference to the Specific Recommendations on Women". In addition, monitoring mechanisms to ensure follow-up need to be put in place. UNIFEM, in collaboration with working partners, is continuing its efforts to maintain the momentum achieved at Rio and advocate for women's concerns in the evolving post-Conference process.

Fourth World Conference on Women, 1995

80. At two ad hoc inter-agency meetings, in March and November 1992, called to begin planning for the World Conference on Women in 1995, UNIFEM urged that women's roles in international economic policies, democratization processes, and global governance be placed high on the Conference agenda. As a result, the multilateral system is now working on a common framework that will highlight women's integration in important areas such as trade, finance, sustainable development, political representation and public decision-making.

81. Within this framework, it is also essential to ensure the broader participation of women's grass-roots organizations in the preparations leading up to the Conference, and to work to remove obstacles that still stand in the way of women's full participation and empowerment. To help increase grass-roots participation, UNIFEM has supported Grass-roots Organizations Operating Together in Sisterhood, a global network of grass-roots organizations concerned with leadership support and community development, in their organizing of local and regional forums so that grass-roots women's concerns will be heard in the preparatory process and at the Conference in 1995. In this way, the Conference will address both the strategic needs of women as well as their practical needs which remain of primary concern.

82. Within UNIFEM, the 1992 Strategic Planning Workshop began the process of establishing some strategic objectives for the organization to pursue in preparations for the WCW 1995. First, the Fund will seek to strengthen many women's networks and facilitate their participation in regional preparatory activities for the Conference. Secondly, all UNIFEM regional sections are developing initiatives to support national machineries that will promote capacity-building and foster information-sharing between countries on specific issues and alternative problem-solving programme areas. During 1993, the Africa Section will review the current political context as well as the existing role of national machineries and emerging women's organizations. Following this, regional consultations will be planned to bring together a constituency of gender researchers, national machineries and non-governmental organizations to identify viable structures based on broader partnerships for future agenda setting. In Asia, the All China Women's Federation has requested the assistance of UNIFEM in its efforts to organize the 1995 Conference. This could be strategically important to UNIFEM in terms of its contribution to the international event.

83. Building on the success of "Tech and Tools" at the Nairobi Conference in 1985, a third focus will be to promote women's role in mainstream science and technology and to highlight their capacity for innovation in these fields. Working with a range of agencies, associations of women scientists and engineers, and with women's grass-roots organizations, UNIFEM is supporting a series of publications, workshops, videos and other materials from which a cutting-edge policy document for the Conference will be drawn. Additionally, a series of workshops and events that feature women, science and technology are planned by UNIFEM and its collaborators at the parallel NGO Forum.

84. In addition to the Conference-related initiatives, UNIFEM will review the agendas of other world conferences to be held through to 1995 in order to identify opportunities and mechanisms through which the Fund can contribute to international efforts to bring women's issues into focus. Other UNIFEM activities will support advocacy for women through promotional materials, public relations, and the preparation of media materials in collaboration with Women's Feature Service, Fempress, Inter-Press Service and others.

E. Monitoring and evaluation

85. In order to ensure that the Fund learns from its own experience, the Monitoring and Evaluation officer is responsible for managing the Project Appraisal Committee. In addition, the approval process is under review to further streamline the steps needed to ensure quality project design and timely implementation. One recent innovation is a pre-appraisal stage when projects are discussed at the conceptual stage before a full-fledged project is developed. This has helped to cull out initiatives that are unlikely to be supported before extensive effort has been put into the elaboration of a full project document. During the reporting period, three major activities were undertaken: support of field-level programmes, support for gender training, and representation and collaboration with other institutions.

Support of field-level programmes

86. In close collaboration with regional sections, training programmes based on past experience with project formulation were designed and organized for project managers to help them set up participatory monitoring and evaluation systems. One such exercise was conducted for all the parties involved in the implementation of the Tanzanian credit project (see paras. 8 and 9 above), in order to help them develop their own monitoring and evaluation system. This same project is also one of the UNIFEM-supported, nationally executed projects under study to assess how to improve the design of projects executed using this modality. Another study is identifying steps required for the design of viable and competitive income-generating projects. This assessment will help in future project appraisals, and will identify training needs and other support mechanisms needed at the front-end of projects.

Gender training

87. Throughout 1992, UNIFEM has strengthened its support for gender-training activities. In brief, UNIFEM has made systematic efforts to follow up on the International Conference on Gender Training (held at Bergen in 1991). It has held workshops for gender trainers at women's conferences, for example, the Association for Women in Development in Washington, D.C.; worked collaboratively with UNDP, FAO and the Economic Development Institute (EDI) of the World Bank in the design of joint training programmes; and been closely involved in building regional consensus on the agenda for gender training.

Representation and collaboration with other institutions

88. At the invitation of the World Bank, UNIFEM shared its expertise at the Bank's technical review of a major proposal to study the legal situation of women in Africa. As a result of this successful experience, further consultations with the Bank on gender issues are foreseen.

89. UNIFEM was also invited to speak at a conference on the role of women in sustainable development organized by ORSTROM, a major French institution working in the fields of technical cooperation and scientific research between France and its overseas partners. This has opened possibilities for developing partnerships for the work of UNIFEM in francophone Africa.

III. OUTREACH AND INFORMATION

A. Public affairs

90. UNIFEM National Committees, active in almost 20 countries, 2/ continue to play a critical role in building a constituency of support for the Fund both with their respective Governments and within their larger societies. For its part, the UNIFEM web of support now extends beyond the global and regional networks already mentioned to include academic and policy-oriented networks such as the Development Alternatives for Women Network; grass-roots networks such as Grass-roots Organizations Operating Together in Sisterhood; and specialist networks of the media, science and technology, the private sector and Parliamentarians.

91. Support to UNIFEM from various non-governmental sources continued to increase in this reporting period. The 3,000 members attending the fifty-first ZONTA International Convention in Hong Kong agreed to maintain their long-term relationship with UNIFEM by adopting two additional projects in Ghana and Chile, and a regional project in India, Sri Lanka and Bangladesh, with a commitment to raise $575,000 during the 1992-1993 biennium.

92. During 1992, the Noel Foundation, in its continuing support of UNIFEM activities, presented a major contribution for UNIFEM projects in India and Jordan, and launched a new programme for UNIFEM to support in the training of Caribbean women at all levels in the tourist industry.

93. The UNIFEM Goodwill Ambassador is the actress Julie Andrews. She was appointed by the Secretary-General in March and since then has played a significant role in drawing attention to the needs of poor women in developing countries and to UNIFEM activities. Ms. Andrews visited UNIFEM projects in Senegal with the Director and gained first-hand knowledge of the Fund's impact on community development. This experience was a valuable background to project visits in Jordan and for media interviews broadcast on television and radio throughout Europe, the United States and Japan. One BBC broadcast was heard by 30 million listeners world wide. Ms. Andrews was honoured by the Mayor of Los Angeles and the United Nations Association for her work with UNIFEM at a televised United Nations Day celebration, and in November, she spoke at the inaugural ceremony of the Japanese National Committee in Tokyo. In December, she addressed a nationally televised National Press Club Luncheon in Washington, D.C. The main focus of this presentation to Ambassadors, women members of Congress and journalists, was the launching of a fundraising appeal for the Fund's programme for women refugees in southern Africa, where an estimated 18 million people in 11 countries were seriously affected by the worst drought of the century.

B. Advocacy

94. In response to demands from the field and the expressed opinion of delegates at the 1991 UNDP Governing Council that UNIFEM should be doing more in the way of sharing ideas and influencing change, the Fund created an Advocacy Facility which became operational in January, 1992. Since then, significant progress has been made in the preparation and production of papers, training

materials, books, newsletters, videos and other Women in Development resource materials, as well as in the marketing and distribution of these and other publications.

95. A publishing plan has been developed to be discussed and refined by a newly established Editorial Advisory Committee at its inaugural meeting in May 1993. This prestigious committee, composed of 20 leading women thinkers and activists from all parts of the world, will advise UNIFEM on priority themes for the Fund's publishing initiatives for 1994-1996 (with special emphasis on needs of the 1995 Women's Conference); pinpoint gaps in gender literature, documentation and networking; and identify promising young women authors and co-publishing opportunities in the South.

96. Manuscripts already available to UNIFEM were reviewed and several have been revised and work is under way for publication. The first, "Battered Dreams: Violence Against Women as an Obstacle to Development", was officially presented at a reception attended by more than 100 people from Governments, United Nations agencies and non-governmental organizations in October. A revised version of the UNIFEM popular booklet "Women on the Agenda", and a gender analysis training manual for development practitioners are in the final stages of production. The Fund's capacity to produce information in the short term has also been increased through co-publishing opportunities with other organizations. The first initiative of this type is a collection of case studies on financing women's enterprises, co-published with the Royal Tropical Institute in The Netherlands.

97. The first edition of UNIFEM News, distributed in English, French and Spanish, focused on development and environment. The publication, to be issued three times a year, will be an important vehicle for information sharing, advocacy and constituency building.

98. A major problem faced by most organizations that produce advocacy materials is the design of effective systems for marketing and distribution. As a result of a thorough review, UNIFEM decided to fund the International Women's Tribune Centre to enable it to initiate a project, Women Ink, which will market and distribute not only UNIFEM publications, but the Women and Development resources of other agencies as well. Other innovative channels for increased distribution of materials in the South are being explored.

99. Finally, UNIFEM is also collaborating with and providing technical and financial support to the communications/publishing/advocacy programmes of a range of other agencies. For example, together with the International Research and Training Institute for the Advancement of Women (INSTRAW) and the United Nations Statistical Office, a draft proposal to document and call attention to the gender dimensions of small-scale mining activities, will be refined with the help of participants at a United Nations-sponsored interregional meeting on small-scale mining at Harare, in February 1993. And the successful inter-agency collaboration on production of the first edition of "The World's Women", is being repeated with the production of an updated and expanded second edition, to be prepared in time for the 1995 Fourth World Conference on Women.

IV. ORGANIZATIONAL MANAGEMENT

100. In an effort to strengthen the quality of its work, UNIFEM regularly reviews, modifies and streamlines its system for programme and project development, appraisal and approval. The introduction of a phased plan for the devolution of certain financial/programme approval authority to regional programme advisers is well under way. These improvements in management processes have contributed over the past two years to achieving significant increases in programme delivery as well as reducing the interval between project approvals and the initiation of implementation. In 1992, UNIFEM once again achieved a record in its programme delivery at $14.7 million which is 13 per cent over the figure reached in 1992.

101. Underpinning the Fund's considerable progress in clarifying its vision, expanding the scope of its work, and achieving its targets, has been the reconfiguration of the organization to underscore the importance of the people who work at UNIFEM - to emphasize the connections between them instead of the divisions and rankings that separate them. As technology propels organizations forward into profoundly new ways of working, characteristics such as flexibility, inclusiveness, transparency and accountability are increasingly essential to frame and facilitate work methods. The implementation of the Performance Appraisal Review (PAR) system has assisted in distributing both responsibility and opportunity more evenly throughout UNIFEM. It has also proven to be a powerful mechanism for clarifying expectations and for ongoing negotiation about work priorities. It ensures that everyone who is responsible for an outcome is entitled to discuss performance indicators and to share in the definition of what will be seen as success. Finally, it has been a valuable management tool for identifying training needs and supporting professional development. Participation in the UNDP Management Skills Programme, has also helped UNIFEM managers to strengthen performance and increase the organization's credibility by more effectively aligning what UNIFEM says about development with how it actually manages it.

Notes

1/ Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992, United Nations publication, Sales No. E.93.I.8, vol. I: Resolutions adopted by the Conference, resolution 1, annex II.

2/ UNIFEM National Committees: 13 official (Australia, Belgium, Denmark, Finland, France, Germany, Iceland, Japan, New Zealand, Norway, Philippines, Sweden and the United States of America) and seven observer (Austria, Canada, Ireland, Italy, Netherlands, Spain and Switzerland).